



**Transforming Business Relationships:
Introduction and Setting Context**
Strategic Alliances, Partnerships and Channels

Training / Learning Series

18 August 2019



Example challenges

Heard from a F200 high tech corporation – 4 May 2016 pre-project interview

- Explosive **complexity**, especially in new high-growth alliances.
- Uncertainty as to whether or not an alliance is **appropriately focused** on solving real-world problems.
- **Value-creation** activities seem to be ungrounded and unfocused.
- The alliance needs to cause major disruptions in the partner organizations. I.e., it needs to first *create* and then **ride the wave of disruption**.
- There is a need to make the relationship very agile: achieve **quick results**, and **accelerate performance**.
- A need to build the right network of relationships, **build an ecosystem**. Outside of "High Tech" and within. How can we identify the right companies and the right people to work with.



What keeps both CEOs and SRMs awake at night?

Their common strategic concerns

- **Lack of Creativity.**
 - Finding new ideas.
 - Creating new forms of value.
- **Inability to Maintain On-going Transformation.**
 - Staying relevant to customers.
 - Maintaining competitive advantage.
- **Low Levels of Trust.**
 - Within the organization.
 - Between individuals and companies.
- **Suffering from a Toxic Atmosphere.**
 - Fear-based and scarcity-oriented.
 - Counter to creativity, especially the creation of value.
- **Strategic Impatience.**
 - Lack of a compelling and realistic long-term vision.
 - Excessive short-term orientation, to the detriment of long-term success.



Audience and prerequisites

Experience and openness

Audience for the training is anyone responsible for the establishment, development or management of strategically important business relationships.

Prerequisites:

- **Experienced in business relationships.**
 - Success and/or failure.
- **Open to new ideas.**
 - “There has to be a better way!”
 - Willingness to deal with fundamental issues.
- **Not afraid to deepen relationship.**
 - With your self.
 - With others.
 - Between companies.



Day 1

A very full day! (~7 hours)



Introduction and Setting Context

1.5 hours

Business Relationships

1 hour

Your Role and Personal Identity

1.5 hours

Fundamental Principles that Deepen Relationship

0.5 hours

Calling for Trust via Healthy Confrontation

0.5 hour

The Voice-of-the-Collective in Ecosystems

2 hours



HIGHTECH

**Strategic Relationship
Manager Training**

<location>, <date>

Day 2

Discussion and “spill over” (~5.5 hours)



HIGHTECH

**Strategic Relationship
Manager Training**

<location>, <date>

**The Empowerment of
self-Obsolescence**

1 hour

**Being an
Illuminating Mirror**

0.5 hours

**Healthy Atmosphere
for Negotiating**

1 hour

**Crucibles for On-Going
Transformation**

1 hour

**Developing Self
AND Relationship**

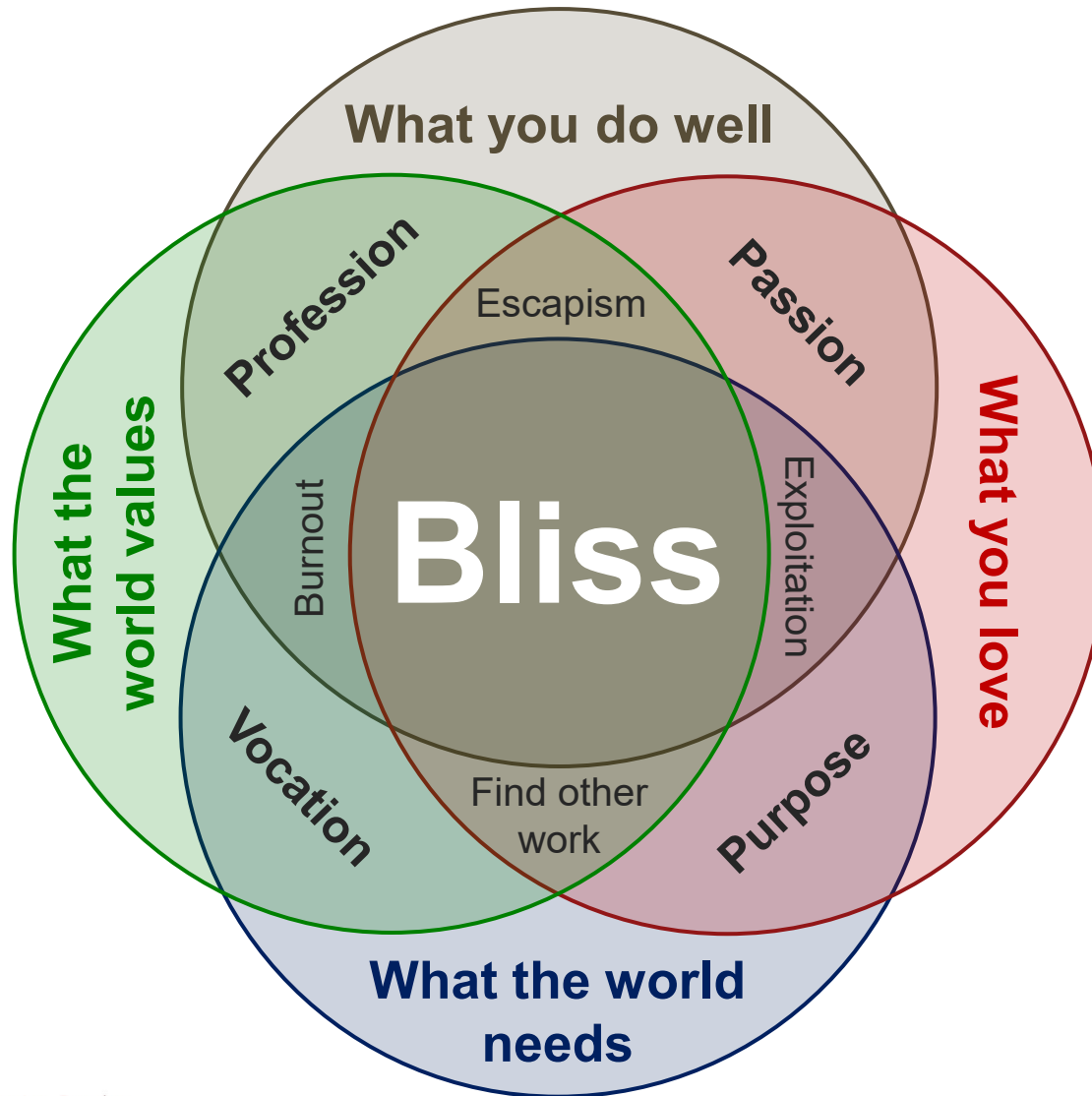
1 hour

**Dialogue: the Heart
of Relationship**

1 hour

Live a Life of Bliss

Do what ... you do well, you love, the world needs, and the world values



Our introductions

Topics: consider some, not necessarily all

Personal introductions

- Tell us about yourself, something others may not know.
- Where have you lived?
- What have you done?
- Who are you?
- How important are relationships in your life?



Your business relationships

- Are they value-creating or value-exchange relationships?
- Why should others care?
- Why do you care?
- How do you describe your role, to yourself and to others?
- What value do you bring to the relationship?
- Are your relationships successful? Why or why not?



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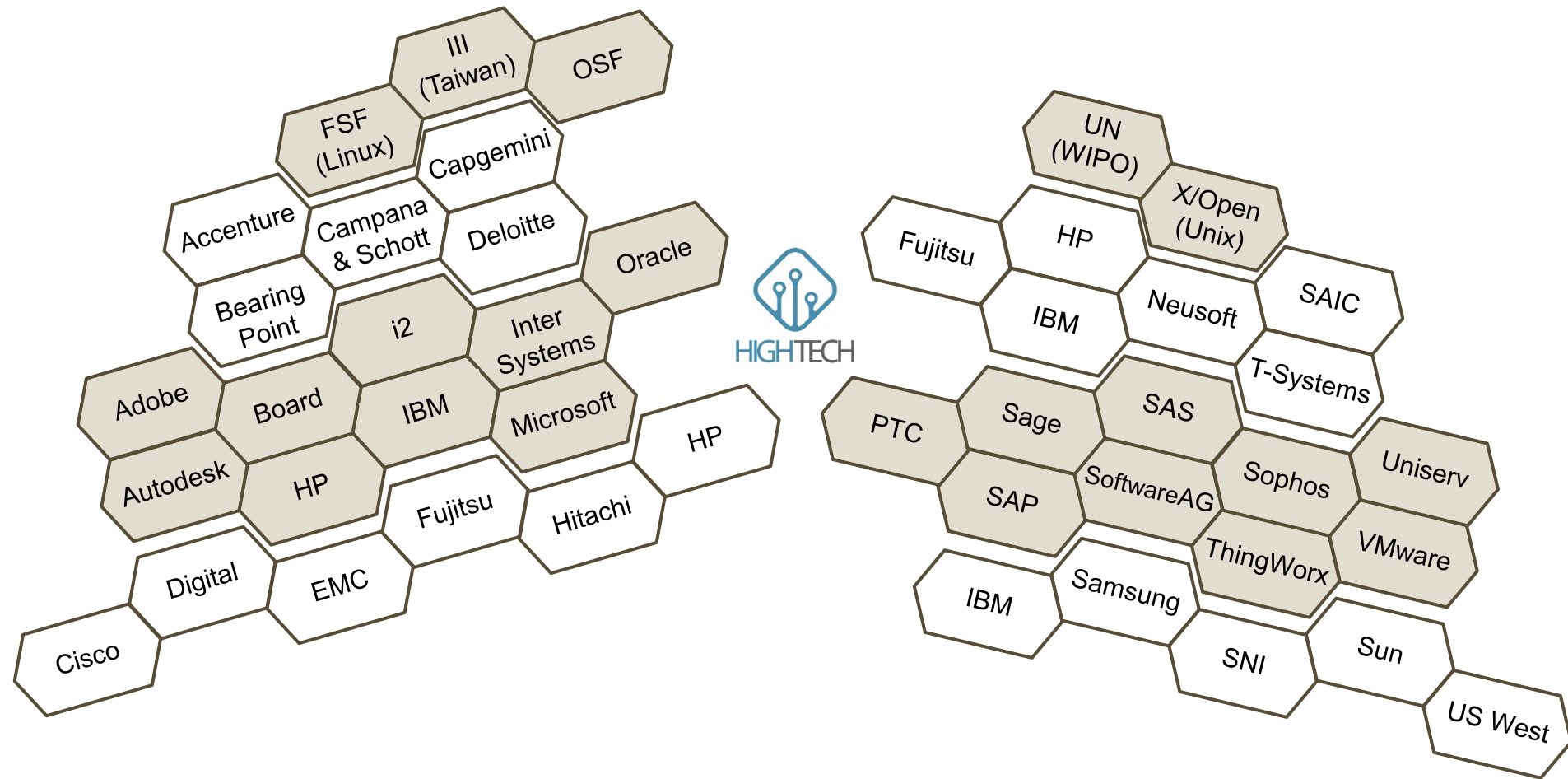
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Opportunity for high tech to disrupt the ecosystem

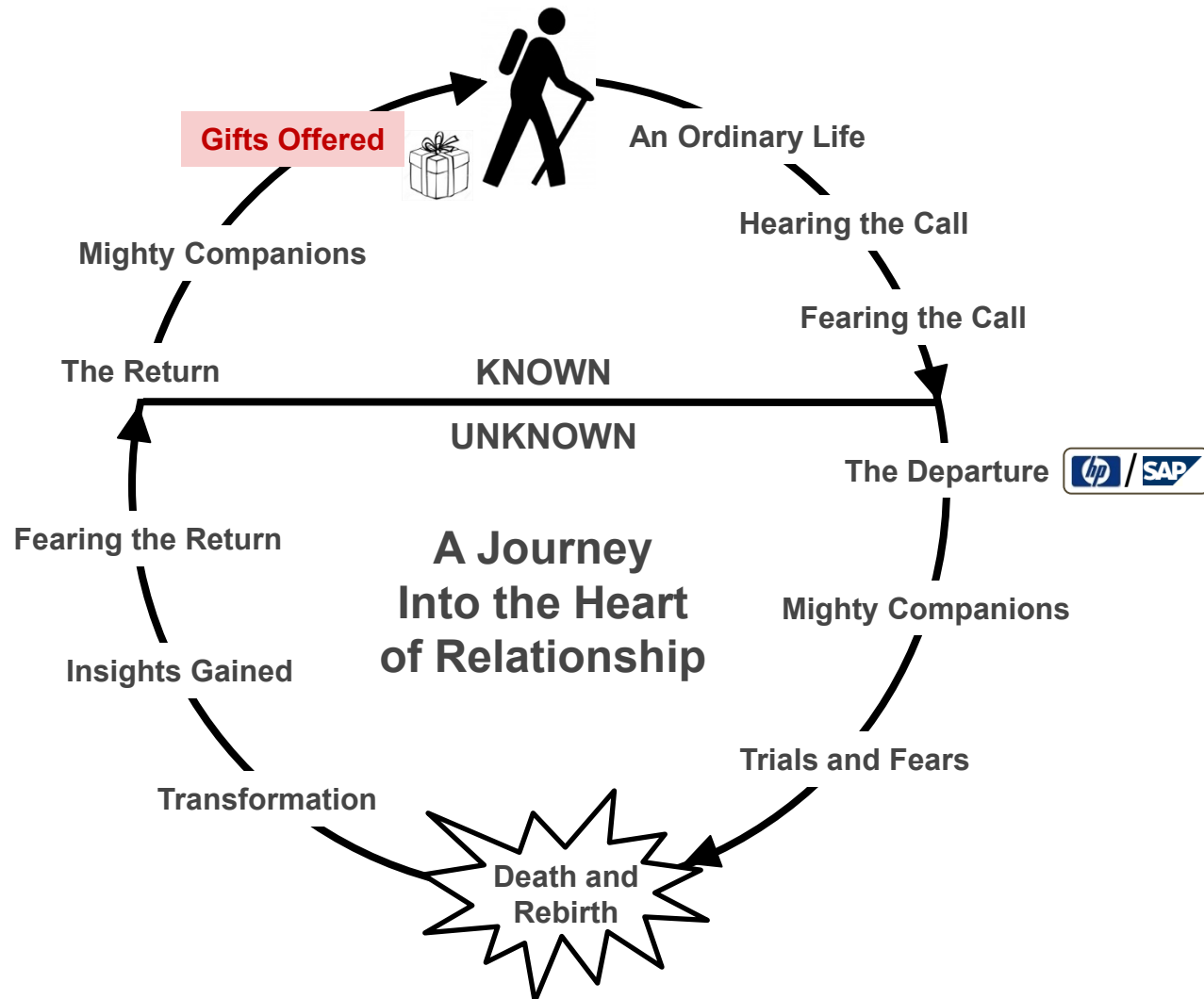
Create attractive value-creating disruptions, then ride that wave ...



HP/SAP alliance case study

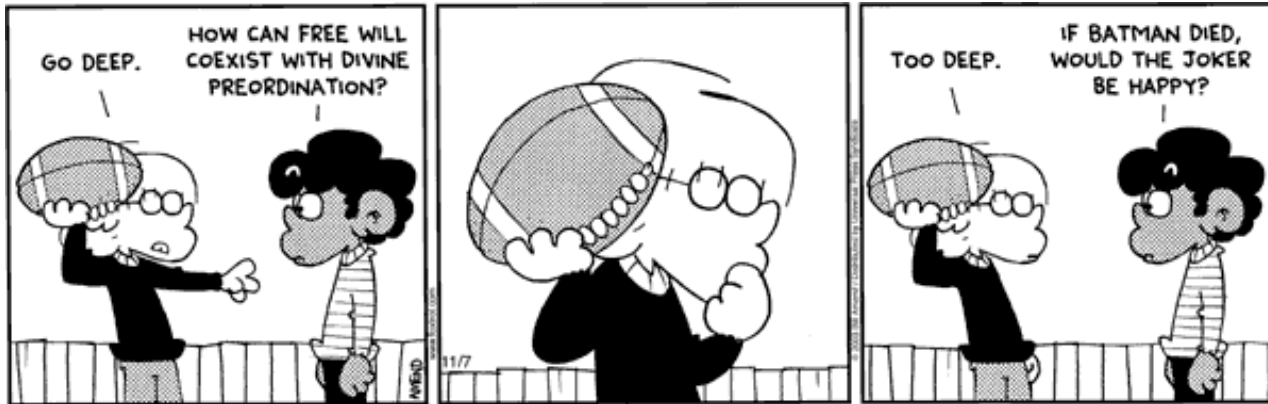
A separate presentation

A Journey Into the Heart of Relationship

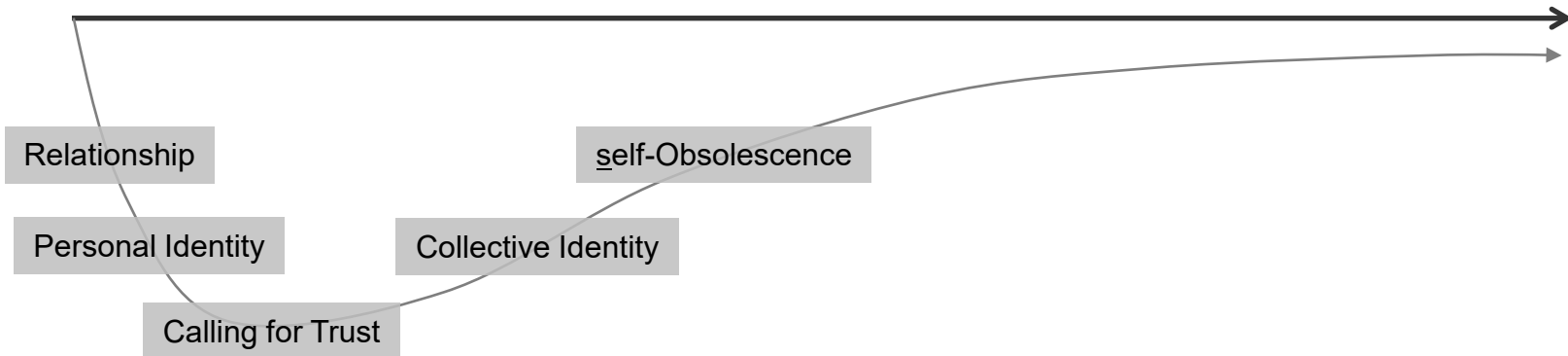


We will be going deep

Fasten your seatbelt ...

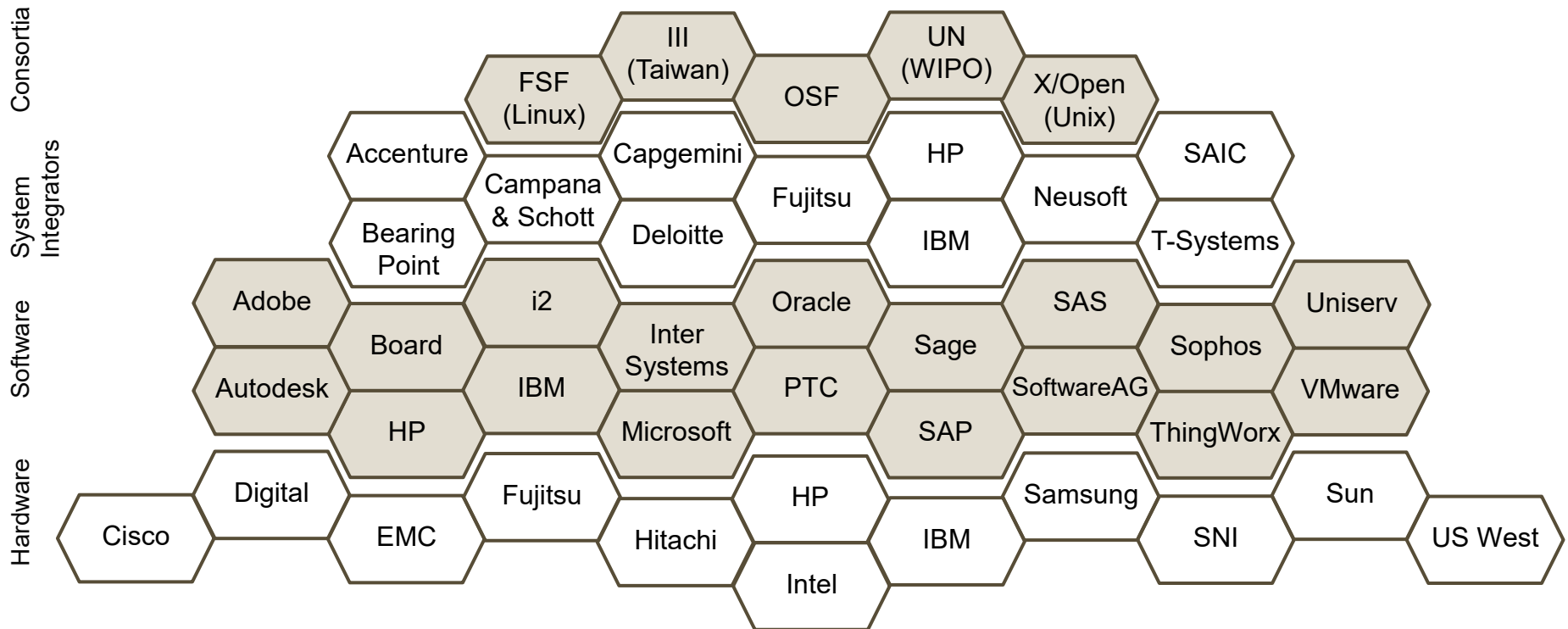


FoxTrot – © 2006 Bill Amend



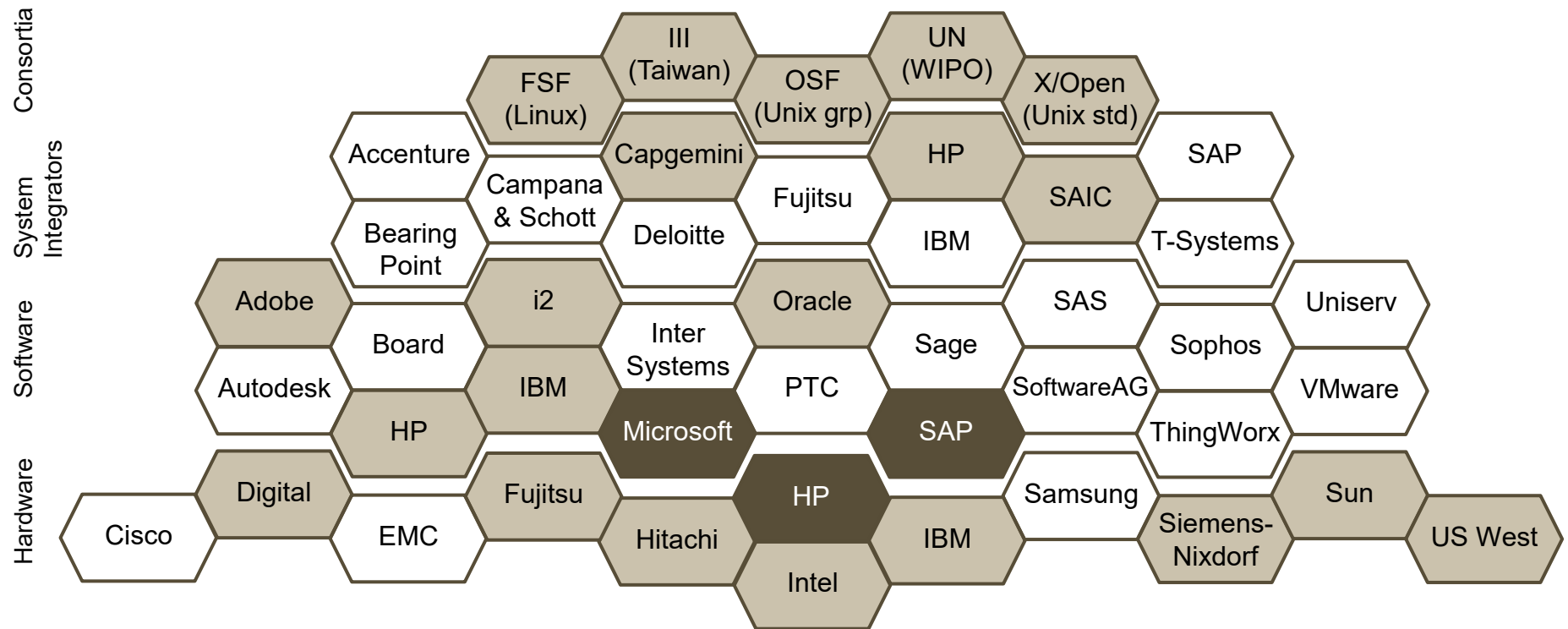
GP+S alliance background and history

Strategic alliancing throughout high-tech ecosystem



GP+S alliance background and history

Joe's experience



- Software source code & patent cross-licensing
- GTM strategies, execution and joint-marketing
- Solution development & co-selling

- Collaborative product & service development
- OEM relationships and R&D outsourcing
- Development of industry standards

Why business relationships fail

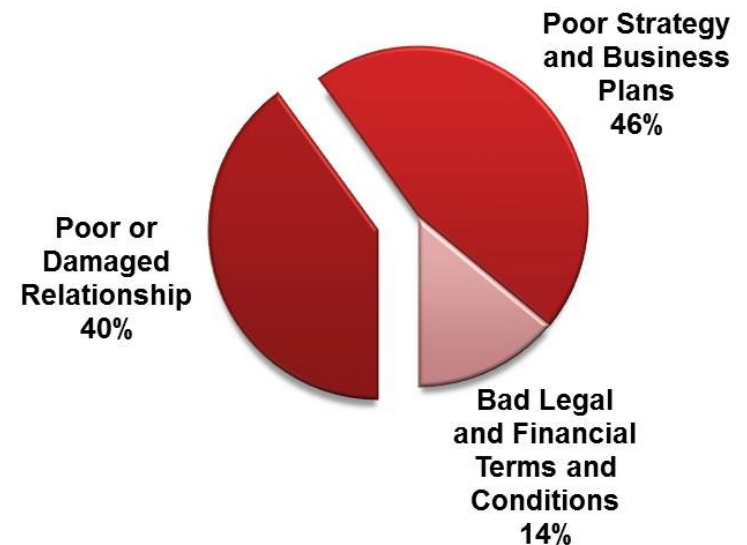
What impedes value-creation?

Key Facts:

1. The purpose of business relationships is to **create value**.
2. Over **60% of high-technology alliances fail** to achieve their full value-creating potential.
3. The reason business relationships fail is because **businesses fail at the artful science of relationship**:
 - a) **40% of failures are directly tied to failure in relationship** (e.g., low trust, poor communication, low buy-in and alignment).
 - b) **60% of failures are indirectly tied to relationship**, because *relationship* is not:
 - i. valued and managed as a core *strategic asset*.
 - ii. factored into *traditional* business planning processes.
4. Relationship managers do not manage the **intangible forms of value** which *drive* the creation of tangible value.
5. Businesses are **too focused on tangible results** (sales) and transactional processes, to the detriment of the relationship's long-term value-creating performance.

Performance stagnates and enthusiasm suffers.

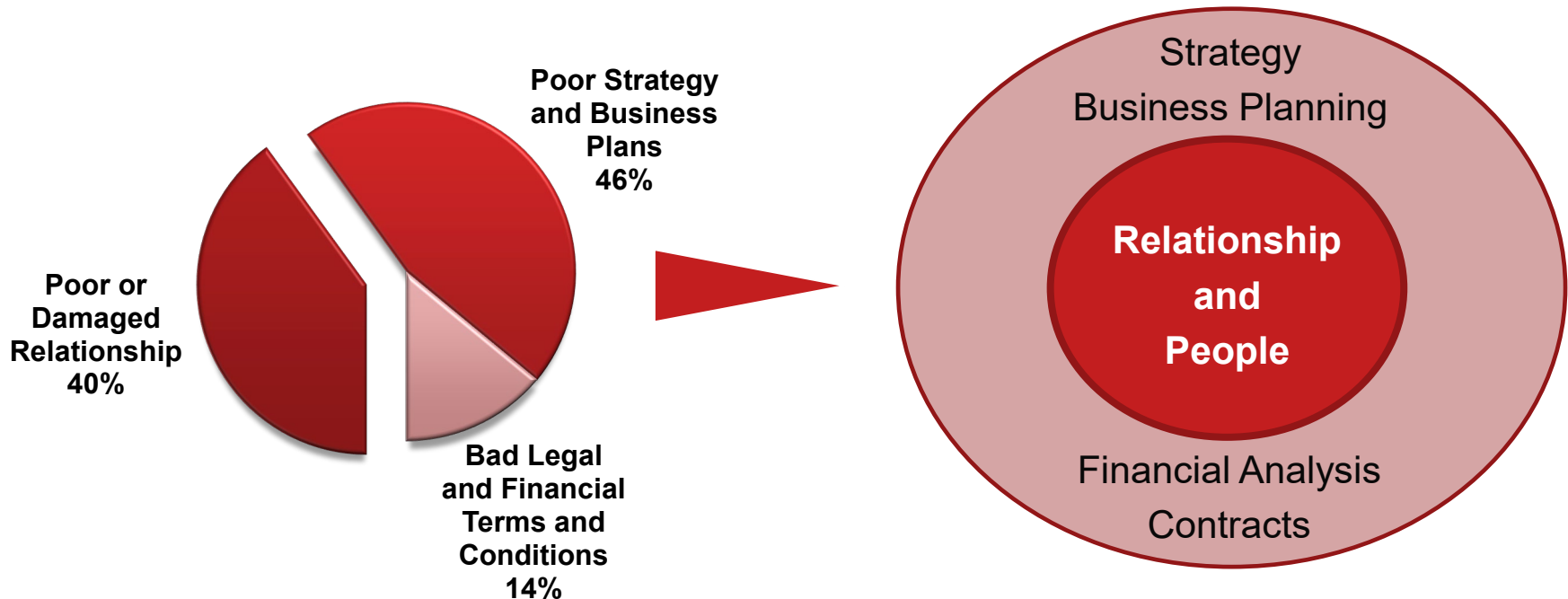
Something needs to change!



Ref: *Managing Alliances for Business Results: Lessons Learned from Leading Companies* by Jeff Weiss, Sara Keen and Stuart Kliman, Vantage Partners LLC. Three years of research of over 100 alliance managers and executives representing 93 companies in a broad range of industries.

Cause of business relationship failures

Lack of focus on relationship and people – the “soft” and intangible issues



Ref: *Managing Alliances for Business Results: Lessons Learned from Leading Companies* by Jeff Weiss, Sara Keen and Stuart Kliman, Vantage Partners LLC. Three years of research of over 100 alliance managers and executives representing 93 companies in a broad range of industries.

- Over 60% of high-technology alliances fail:
 - 40% directly tied to relationship.
 - 60% indirectly tied to relationship.
- Focusing too much on tangibles results and transactional processes distracts us from the core, fundamentally important issues.

Make use of "spiritual" ideas

Really?

Def'n: *deepening relationship* with others and the Universe.

Principles (ideas) and practices (behaviors).

Other words do not describe what is *alive* and *between* us.

It is challenging to use "spiritual" words and ideas ... so?

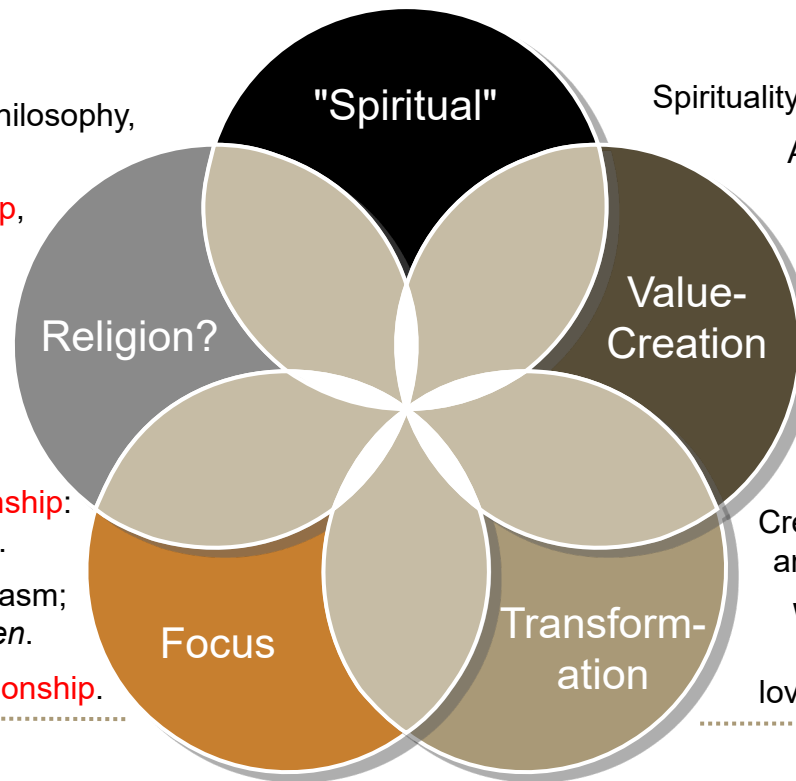
Are we talking about religion, philosophy, psychology or self-help?

- Yes – if it deepens *relationship*, here and now.
- No – if it is divisive, or is about another place or time.

"Spiritual" focuses us *in relationship*: individuals, teams, ecosystems.

Focuses on inspiration, enthusiasm; the *light* that lives *in-the-between*.

Fundamental principles of *relationship*.



Spirituality correlates strongly with *creation*.

Always helpful in *any relationship*.

Consider the attributes of deity.

Our work is *holistic*: all levels, all areas of an organization; individuals, atmosphere.

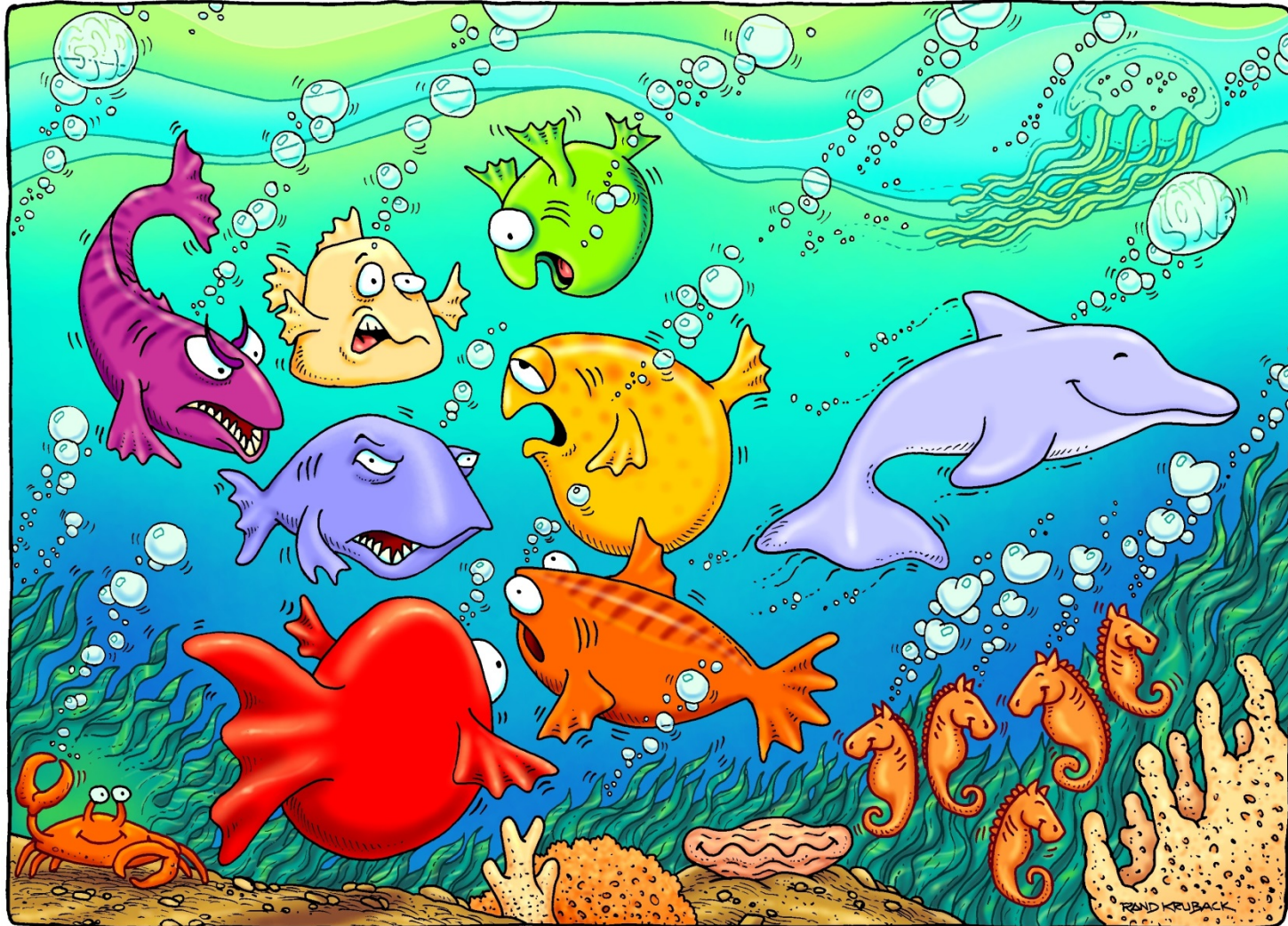
Transformation calls for spiritual.

Creativity, inspirational ideas, vision, and enthusiasm live in *relationship*.

We become enthused: to be clear and direct, to be simple, to be lovingly confrontational, and to trust.

Spiritual (relationship deepening) ideas

Debate about them or use them



The most challenging job in business

We need all the help we can get

*Your daily life is your temple and your religion.
Whenever you enter into it take with you your all.*

- Kahlil Gibran

Disclaimer

There is no need for you to accept spiritual ideas

Do not blindly accept these ideas.

- Try them out and prove them with your own experience.

These are fundamental principles in relationship.

- Help explain *why* and *how* these ideas work.
- Coalesces prior experiences.
- They have predictive qualities.
- They bring with them: trust, creativity, problem solving, enthusiasm, etc.

Are we talking about religion, philosophy, psychology, or self-help?

- “Yes” – ideas and behaviors that deepen relationship, here and now.
If it brings us *together*.
- “No” – if it doesn’t deepen relationship (e.g., debating, arguing, fixing).
If it is *divisive*.

Transformation of business relationships

New and deepened understandings you can expect from this training (to be updated)

1. **Gain a new appreciation of business *relationships*: our most strategic asset, yet most of them fail.**
2. **Obtain a deepened understanding of being a relationship manager: the most important and challenging job in business. We are dealing with business' most strategically important asset and its greatest challenge, hidden in plain sight.**
3. **See how simplicity is transformational: attractive, empowering, and it frees up time. It requires hard work, but it is well worth the effort.**
4. **Appreciate how intangible forms of value drive tangible results. We need to focus individual and collective attention where others cannot and will not focus, on the invisible.**
5. **Understand why self-Obsolescence is our most empowering practice.**
6. **Experience an increased awareness of an organization's deepest addictions: complexity and drama.**

The enlightened teacher-student relationship

A counter-intuitive and non-traditional perspective

1. We will focus on thought.
2. There is equality amongst us all, including the spirit in our midst.
3. The role of teacher and student may move amongst us.
4. We are interested in discovering better ways of doing our work.
5. We are interested in continuing to accomplish the impossible.
6. The teacher merely brings a different and helpful perspective.
7. A greater knowing will emerge as we enter deep dialogue.
8. My objective is self-Obsolescence.

Backup Slides

Long-term relationships.

- Focused on individual *AND* corporate success.
- Preferred provider to SAP and Hewlett-Packard for over 13 years.
- Preferred provider to PTC and ThingWorx (including IoT GTM).
- In Europe preferred vendor for T-Com, Vodafone e.g. for cloud and security solutions.



HP-SAP strategic alliance.

- Corporate level relationship, valued at multi Billion \$ business per year.
- For 15 years GP+S has contributed in over 100 major projects:
 - SAP ERP relaunch for 4 years with more than 10 consultants and S/4 HANA now.
 - SAP HANA Platform GTM from the market introduction until today.
 - HP SAP Triple Play (consulting, support, solutions).



Other alliances: SAP-Microsoft, SAP-Intel, HP-VMware, ...

We are focused on value-creation by aligning relationships.

- Between companies and their customers; between companies.
- Between channels in the ecosystem (SaaS, SI, Reseller, DCs).



GP+S Clients

Over 500 Individuals in 44 Companies



Gerlach, Porst and Steiner

Overview

Established in 2001

- Now with over 50 consultants. Started 15 years ago with 4 consultants .

Services:

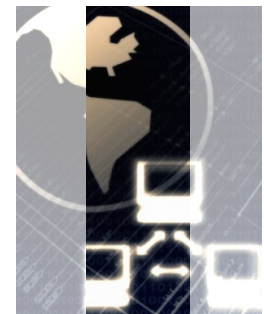
- Consulting: business development in technology-driven industries.
 - Digital Consulting: development of GTM strategies enhanced by digital business consulting.
 - Customer Experience Consulting: development of customer centric business strategies.
 - Relationship Consulting: development of strategic business relationships.
- Interim Management: additional on-site expertise, focused and time-bound.

Global

- Headquartered in Germany with offices in China and the U.S.
- More than 20 execution partner organizations worldwide.
- Proficient in 11 languages (more available in our ecosystem).

Strategic Approach

- Integrity and attitude – “*as within so without*”.
- Customer- and market-driven – “*as without so within*”.



GP+S

Why work with us?

Comprehensive real world experience and impactful expertise.

- Line management in and consulting to technology-driven businesses.
- Powerful mix of analytical, operational and marketing expertise.
- Structuring programs, aligning teams and developing channels.

Exclusive use of experienced project managers.

- On average, over 10 years of experience.

Global projects.

- Europe based with a global reach.
- Proficient in 11 languages and most major global cultures.
- We work around the globe and around the clock.

Intrinsic attributes.

- People- and relationship-oriented.
- Integrity, honesty and loyalty.



GP+S

Driving Growth Worldwide



Global market approach

No language barriers

Multicultural experiences

Global partner network

Time flexibility

- **The GP+S Team has international experience and is proficient in 11 languages**
- **GP+S sites: Bad Homburg, San Francisco, Fort Collins, Shanghai**



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Alliance of consultancies

We offer you this training



Gerlach, Porst + Steiner GmbH

Founded in 2001, GP+S is an alliance-oriented consultancy and professional services provider to global high-technology companies. Our business development services range from market research to strategic planning and program execution. We are headquartered in Bad Homburg, Germany with offices in Santa Fe, NM, USA and Shanghai, China.

www.gps-consulting.com



SPIBR.org LLC

Founded in 2007, SPIBR.org LLC is an international consultancy focused on strategic alliance managers. We are about the practical application of spiritual (i.e., relationship deepening) principles in business relationships. Our professional services include coaching, training, and consulting services for individuals, teams and organizations.

www.spibr.org

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Focused on the empowerment of value-creating strategic alliance managers

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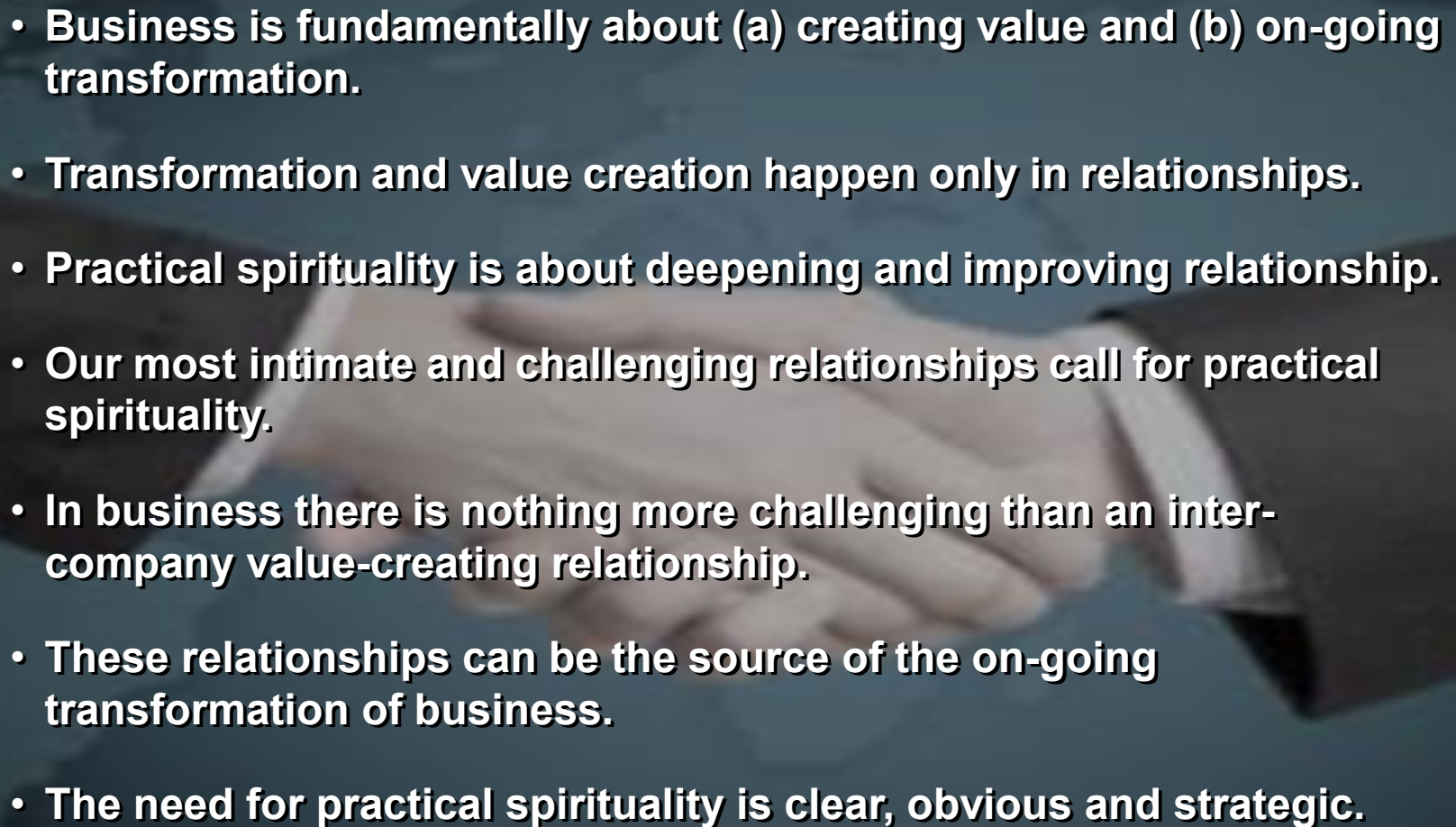
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Practical spirituality is strategically important

Especially in long-term value-creating business relationships

- 
- Business is fundamentally about (a) creating value and (b) on-going transformation.
 - Transformation and value creation happen only in relationships.
 - Practical spirituality is about deepening and improving relationship.
 - Our most intimate and challenging relationships call for practical spirituality.
 - In business there is nothing more challenging than an inter-company value-creating relationship.
 - These relationships can be the source of the on-going transformation of business.
 - The need for practical spirituality is clear, obvious and strategic.

“Spiritual”

Isn't there a different word?

Spirituality is about the deepening of relationships:

- Ideas – principles.
- Behaviors – practices.

“Spiritual” emphasizes:

- Our role as value-creators.
- The holistic nature of our work.

“Spiritual” describes:

- Something that is *alive*.
- *Within* us, *between* us, and all *around* us.

Other words considered, but insufficient:

- Ethics, principles (e.g., principle-based leadership, ethical management).
- Consciousness (e.g., “Conscious Capitalism”).

Just because it's a challenging word to use, doesn't mean we avoid it.